

CONFIDENTIAL

25

RL

9 September 1976

MEMORANDUM FOR: D/DCI/NI

SUBJECT : The Management of Crisis Management

1. Cord Meyer is on your calendar for ¹¹⁰⁰~~1000~~ hours tomorrow, September 10th. Cord has apparently passed George Carver's partial draft paper on the DCI in peace and war to the IC Staff to complete and has instead produced a document that divides up responsibilities in times of crisis. A copy is attached. After you have bought or adjusted the concepts in the paper, Cord will have it formally coordinated within the Agency -- while he goes on two weeks leave -- and then deliver it to Knoche to take to Bush.

2. I trust that the role of the NIOs in Cord's paper is consistent with your own concept of the NIOs as the DCI's principal staff officers on substantive matters. Neither Pat nor I sought to gain any particular powers for the NIOs. Indeed, the people most ambitious for the NIOs were Vince Heyman and [redacted] the DDO representative. The principal dispute involved the need for and subordination of a collection coordinator during crises. Currently, according to what our working group was told, collection managers adjust their capabilities during crises pretty much as they see fit, not in response to specific guidance.

25X1

3. Current practice, I must confess, does not bother me all that much, but I appreciate we are talking by implication about control of the new collection system. In any case, current practice really bothers the IC Staff. They, like Heyman, want a permanent-secretariat sort of arrangement that in times of crisis would tap into collection programs to adjust them. Everyone on the working group bought the concept. Heyman and the DDO wanted to create an NIO for Crisis Management to take the task on;

25X1

CONFIDENTIAL/ [redacted]

CONFIDENTIAL [REDACTED]

25X1

Pat and I resisted that notion; and [REDACTED] has apparently demanded that collection matters are his matters. Knoche, in turn, has apparently conceded the collection coordination role to the IC Staff. Our paper ducks the question of who the coordinator should be or from where. The paper attempts to convey that some one person will be so designated and that his job will be full-time. Once the principal NIO and the task force chief for a particular crisis have been designated, the collection coordinator will be subordinate to them.

4. After my three months exposure to the IC Staff, I would prefer that our staff take the action on collection coordination, both to keep the IC Staff out of the business and because it would emphasize the principle that substantive needs drive collection. I appreciate, on the other hand, that we do not now have the capability to take on the task and do not wish to expand. I doubt, moreover, that Knoche would fight [REDACTED] on our behalf, if at all. The key, perhaps, will be to make explicit the subordination of the coordinator to the appropriate NIO. But I do worry about the conception of a new bureaucratic occupation and the possibility that it could grow into a Community operation that would deprive the Agency of control over its own assets in times of crisis.

5. We have, while you have been on vacation, had our first interagency task force and National Intelligence Situation Reports -- the Korean crisis. [REDACTED] convinced the DCI to designate DIA as his executive agent, and [REDACTED] was pulled out of OPR to head the Agency's participation in the task force. [REDACTED] went to State's policy task force, and Knoche ordered up an Agency task force which, all seem agreed, disrupted normal and more efficient working arrangements to no particular purpose. Memos from the participants on their experiences are attached.

6. I raise this matter because it suggests that another key event in Cord's list of actions during a crisis is the designation of the executive agent. You have a role, though not as strong a one as you might prefer (see page 4 of Cord's draft). The fact is that none of the arrangements proposed in Cord's paper will work very well unless the Agency is designated the executive agent.

[REDACTED]
Executive Officer
National Intelligence

25X1

Attachments
A/S

CONFIDENTIAL [REDACTED]

25X1

SUBJECT: The Management of Crisis Management

Distribution:

Original - Addressee

1 - EO/DCI/NI Chrono

~~1~~ - Crisis Management File